

Andrew Brodie
Assistant Chief Fire and Rescue Officer/Director of Service Delivery
Leicestershire Fire and Rescue Service
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Cllr Carl Les
Police, Fire and Crime Panel
c/o Panel Secretariat
Room 39
County Hall
Northallerton
DL7 8AD

4 January 2018

Dear Cllr. Les

Many thanks for the opportunity to attend a Confirmation Hearing with the Police, Fire and Crime Panel with a view to appointment as Chief Fire Officer.

I trust the achievements, knowledge, experience and leadership approach I've set out below demonstrate an ability to deliver the priorities for North Yorkshire Fire and Rescue Service. I've also sent my CV and the presentation notes I used in my interview.

Why I applied for the role?

The role presents significant challenge, but my career to date stands me in excellent stead to manage it. As well as operating in three diverse fire and rescue services, my national work has broadened my experience and provided an extensive network of trusted advisors. I designed and led the structure of National Operational Guidance and managed the delivery of two major pieces of guidance, including Incident Command. Also, as the Audit Commission National Lead for Fire Policy, I designed and implemented the inspection methodology for fire and rescue and provided the policy and advice for the National Lead for Fire Implementation to manage their teams. I further designed the Value for Money tool for fire and rescue services, an experience that left me a detailed understanding of, and affinity with, the model.

The transition to the new governance model needs careful management and close, trusting relationships; my personal style and preferences around trust, integrity and accountability are well suited.

The following sections set out my suitability for the role in line with the original application process. I trust they are relevant to the needs of the Confirmation Hearing.

Act as PFCC's principal advisor on operational management issues

As an influential member of Leicestershire's Senior Management Team since 2014 I've advised Combined Fire Authority members on key issues to support their decision making.

I write and commission reports for the Senior Management Team as chair of the Health, Safety, Welfare and Corporate Risk Committee, the Staff Consultation Forum and the Strategic Equality, Diversity and Inclusion Board. I also produce reports and present them to the Combined Fire Authority on specific matters and the performance of my Service Delivery Directorate.

During a secondment to the Department for Communities and Local Government as a Business Relationship Manager on a major project, I was the front face of the Department in the regions. This involved briefing and negotiating with Chief Officer teams and Regional Management Boards on strategic and operational matters. I also regularly briefed government Ministers and MPs about the project in preparation for select committees, questions in the House and visits outside London.

I hope this provides assurance that when requested I'd appraise the Police, Fire and Crime Panel honestly and accurately in support of you confidently performing your roles.

Provide strategic operational command

I have a long history of incident command, most recently as Fire Gold Commander and Chair of the Strategic Coordination Group for the Hinckley Road explosion and as Fire Gold Commander for the King Power helicopter crash. In 2017 I led the Strategic Coordination Group for Leicester's response to the Grenfell Tower fire, ensuring the safety of our own high rise buildings and their residents.

The London Fire Brigade afforded extensive exposure to command in a highly resourced service, commanding incidents in locations as diverse as the Royal Albert Hall, Camden Market and The Lanesborough Hotel. I balance this with experience of command in Cumbria, a large and rural service like North Yorkshire and Leicestershire with its blend of the two.

Accountable for the efficient and effective management, operation and performance of the service

I've spent nearly five years on Leicestershire Fire & Rescue Service's Senior Management Team as an influential Assistant Chief Fire Officer. I've helped transform the service by leading both the Service Support and Service Delivery functions. I've conducted or implemented the findings of extensive reviews into crewing levels, appliance types, fleet requirements, estate management and senior management structures. These have resulted in one off and recurring savings amounting to millions of pounds. The fleet, management and estates reviews alone saved in excess of £350k each year. New crewing systems and Tactical Response Vehicles have been introduced without recourse to arbitration or conciliation, and without formal dispute. We have surety over budgets and reserves and confidence in our ability to meet future fluctuations caused by issues such as pension strain or industrial action resilience.

Alongside this change programme I initiated and led an award winning multi-agency project, the Braunstone Blues. A collaboration with the Police, East Midlands Ambulance Service, City Council and Clinical Commissioning Group, it placed a dedicated education and prevention team in the area of highest demand for emergency services. My business case to the Police and Crime Commissioner attracted £365k of funding and with other resources we accessed approximately £700k over three years. The team transformed the approach to partnership working, introduced brand new ways of working and successfully managed demand. The learning led to a redesign of partnership working across Leicester, Leicester and Rutland and the introduction of People Zones in which partners work closely in areas of highest need. I represent the fire and rescue service on the Strategic Partnership Board Executive, providing influence over broader partnership work to support the public and the services core duties.

How will I translate these achievements to meet the needs of North Yorkshire?

Leicestershire's achievements can be matched in North Yorkshire. My adaptive leadership style lends itself to the 'smart' and 'healthy' aspects of organisational development, though I recognise where my strengths lie and where I'd seek additional support.

A number of phases are needed to move NYFRS from its current position as set out in the recent Baseline Assessment Report to one of strength and excellence, and each phase needs a blended style.

Creating a 'smart' organisation requires financial and strategic assurance, an agreed purpose and plans to achieve it, and policy, process and technology in place. We'll achieve this through pacesetting and, where necessary, a command style, coupled with affiliative and democratic approaches to encourage people along. While I can adapt my style, command isn't my natural preference. I'd identify expertise within the team, and externally if necessary, to deliver the 'smart' elements of change.

Self-aware, emotionally intelligent and influential, I'll lead and manage the inevitable upheaval that significant change engenders. My engaging and democratic approach, coupled with clearly defined objectives, will mitigate the sense of individual loss or dissatisfaction. I'll build trust by demonstrating credibility and reliability, and a willingness to share vulnerability and awareness that a whole team is needed to deliver change, not an individual.

What will solid foundations and financial surety enable?

The organisational stability achieved in Leicestershire allows for greater innovation and creativity. This week I launched a Maximising Capacity programme, transforming the approach taken in my Service Delivery Directorate. Station based staff will work under three principles – Accountability and Responsibility, Freedom and Flexibility, Measurement and Monitoring – and within a framework of seven service delivery tools – Prevention, Protection, Response, Resilience, Partnership, Planning and Performance Monitoring. They are tasked with securing the safety of their local community by better balancing use of these tools rather than the current unbalanced focus on response. The Prevention and Protection teams will provide an internal supplier facility to support the crews.

This is what the public of North Yorkshire can look forward to should the solid foundations first be achieved. A mediocre service is not something to countenance, a constant strive for improvement and excellence lies at the heart of delivering the services the public rightly expect.

Other elements of the essential criteria set out in the application process

I am educated to Post Graduate level and successfully completed the fire and rescue service Executive Leadership Programme.

I'm confident I can set the foundation for providing a North Yorkshire Fire and Rescue Service that the Police, Fire and Crime Panel, workforce and the public expect. I'm enthused by the ambition and ethos shared between myself, Julia and the Chief Constable, believing we'd form an excellent team to deliver sustained, affordable improvement across the portfolio.

I look forward to meeting you on Tuesday 15th January at 14.00.

Yours sincerely

Andrew

Curriculum Vitae

Andrew Brodie
PGDip

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An established leader, currently Assistant Chief Officer/Director of Service Delivery for Leicestershire Fire and Rescue Service. A clear understanding of governance, funding and operating models having worked in County Council, Metropolitan and Combined Fire Authorities.

Proven operational ability at strategic level, leading the Strategic Co-ordination Group (SCG) at globally reported major incidents and following significant national events.

A creative passion for reimagining innovative and expanded services to reflect our changing society and government's increased expectations – demonstrated through the delivery of groundbreaking, award winning collaborative programmes that deliver far reaching benefits.

An intuitive understanding of people and their vulnerabilities, needs and expectations. Bringing modern, sometimes unconventional views leading to changes in strategic direction and policy development. Delivered through helpful relationships with stakeholders, including representative bodies for whom he is lead negotiator.

Proactively seizes collaborative opportunities and commits resources effectively to deliver pioneering services to improve community safety. Builds trusting relationships through a sociable, friendly but determined approach. Driven by results that benefit communities, balancing the needs of the authority and employees.

Recognised leader in equality, diversity and inclusion he addresses audiences about these issues and the innovative ways that he has approached them.

| Key Achievements in current role |
|---|
| <ul style="list-style-type: none">▪ Design and delivery of strategic projects e.g. Maximising Capacity programme▪ Design and delivery of change management programmes to streamline service delivery, e.g. reviewing fleet and delivering £250k of savings▪ Implementation of significant, award winning multi-partner prevention programme, securing £365k of external funding and providing a new model for future delivery▪ Savings through sharing of estate and functions with partners▪ Lead negotiator with trade unions, achieving intended outcomes while avoiding recourse to arbitration or unreasonable compromise▪ SCG Chair and/or Fire Gold Commander for Hinckley Road explosion, King Power helicopter crash and the Leicestershire response post-Grenfell Tower fire |

| Career History with responsibilities | |
|---|---|
| <p>June 2015 – July 2016: Assistant Chief Fire Officer, Director of Service Support (LFRS) Finance, Planning and Performance, Data Management, ICT, Operational Planning and Guidance. Outsourced Legal and Strategic Finance functions and managed relationships and contracts. Led public and staff consultation meetings on IRMP</p> <p>June 2014 – June 2015: Area Manager, Head of Community Safety (LFRS) Prevention, Protection, Road Safety, Community Education, Princes Trust, Operational Planning Group. Restructured departments to deliver significant savings</p> <p>Sept 2012 – June 2014: Group Manager, London Fire Brigade Designing, producing and publishing National Operational Guidance for the Fire and Rescue Service. Cross sector work linking to Joint Emergency Services Interoperability Programme.</p> <p>Sept 2010 – August 2012: Station/Temp Group Manager, Cumbria FRS (CFRS) Programme Manager: Outsource of control room function; countywide replacement of station end mobilising equipment; replacement communications equipment for officers; Command vehicle replacement; Incident Command System Locality Manager: Management of 21 fire stations, 300 staff, and service delivery across large geographical area</p> <p>Sept 2009 – Aug 2010; Secondment as National Lead Fire (Policy), Audit Commission Delivery of all FRS related policy; production, testing and delivery of inspection methodology for FRS; Design and delivery of FRS Value for Money tool; provision of sector specific expertise to Audit Commission staff and related partners</p> <p>Jun 2008 – Aug 2009; Station Manager, Audit & Performance, CFRS Managing Audit and Performance and leading service audits, alongside management of three Fire Stations and line management of office staff; secondment to produce Operational Assessment. Designed and implemented revised performance indicators and reporting tools.</p> <p>Aug 2005 – Jun 2008; Secondment as Business Relationship Officer, FiReControl, Communities and Local Government Government representative at Regional Management and Project Boards; production of project documentation and co-ordination of project planning; Senior/Ministerial stakeholder management and reporting; management of regional risks and issues</p> <p>Jan 1990 – Aug 2005 Various Roles in CFRS including Operations, Training, Community Safety, Technical Services and Procurement</p> | |
| Education | |
| Oct 2016 | PG Certificate Strategic Leadership, University of Warwick |
| Apr 2016 | CBRN Strategic Command |
| Oct 2014 | Multi-agency Gold Incident Command (MAGIC) |
| Oct 2010 | PG Diploma Public Service Leadership; Lancaster University |
| Jun 2005 | BA (Hons) Business Management; 2:1, University of Northumbria |
| Jun 2004 | CMI Level 5 Executive Diploma in Management; Distinction, Lakes College |
| Jun 2003 | HNC Business & Personnel; Distinction, Lakes College |

North Yorkshire Fire and Rescue Service

Challenges, Opportunities, Plans

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Challenges

- **Baseline Assessment Report and Local Business Case identify the challenges and opportunities**
- **Unsustainable Financial position**
 - budget/use of reserves
 - need for a reserves strategy
- **Insufficient service plan and IRMP**
 - merge the two, as per LFRS.
 - Risk must drive the use and location of resources, but finance drives the level of resource
- **Culture and industrial relations**
 - links to findings of HMICFRS initial reports
- **HMICFRS inspection and report**
- **Smart and Healthy Organisation**
 - Challenges dictate an early focus on Smart, but must be tied in with Healthy so people are encouraged along.
 - Mine and others leadership styles will need to be flexible and appropriate to the given situation/scenario.

Opportunities

Baseline

- Baseline report
- HMICFRS report

Finance

- Provide a balanced, prudent budget
- Provide a robust reserves strategy

Planning and Risk

- Combined service plan and IRMP
- Risk drives placement of resource, finance drives level

Savings and efficiencies

- Collaboration - shared enabling services
- Cost reviews: management, estate, fleet

Service Delivery

- Maximising Capacity
- Meeting HMICFRS expectations

Plans

- Smart Organisation leading to a Healthy Organisation
- Flexible Leadership
- Smart
 - Sound budget, plan for worst and hope for the best – via Finance Working Group
 - Commission reviews into significant areas of spend **plus** concern – Review teams established
 - Strategy, single plan/IRMP – planning team to lead
 - Data driven decision making – data analysis team to lead
 - Structural review, people review to work out how best to implement findings and right skills in place
 - Marketing: Communicate, over communicate, demonstrate quick wins and ongoing improvement
- Healthy
 - Lead by example, build **trust**
 - Credibility, consistency, reliability, vulnerability, selflessness
 - Collective and personal responsibility
 - Low politics
 - Low Confusion – Over communicate
 - High morale
 - High productivity